Affordable Housing in an Inclusive Community…

- Provide more than $54 million for the acquisition and rehabilitation of affordable housing.

- Continue the use of Federal grants to provide affordable housing and address homelessness.

- Enforce housing codes to improve safety and offer landlord-tenant mediation services to an expanding immigrant population.

- Evaluate the recommendations of the Affordable Housing Task Force.

- Expand resources for the rental assistance program and continue support for the housing rental assistance and partnership for permanent housing programs.

Children Prepared to Live and Learn…

- Provide resources to accommodate the enrollment of 137,763 students.

- Raise Montgomery County Public Schools (MCPS) total spending to $2,060.1 million, an increase of $75.1 million or 3.8% over FY08 expenditures. Almost 64% of the total increase in FY09 tax-supported spending is dedicated to MCPS.

- Expand funding per pupil from all sources to $14,954, the highest level ever.

- Support MCPS programs through expenditures in other County departments, such as Health and Human Services (HHS), Public Libraries, Police, Recreation, Community Use of Public Facilities, and Environmental Protection.

- Raise the College's total FY09 appropriation for all funds to $250.8 million, an increase of $12.6 million or 5.3% compared to the FY08 approved budget.

- Provide resources to support growing College enrollment and improved faculty and staff compensation.

- Support the health services staff at the new Clarksburg Elementary School and the school based health center and Linkages to Learning site at Summit Hall Elementary School.

- Invest more than $600,000 in the Positive Youth Development Initiative to improve services to vulnerable children.

- Support Positive Youth Development by creating a pilot recreation program at the Long Branch Community Center and offering additional summer activities in Olney and Germantown.

An Effective and Efficient Transportation Network…

- Maintain Ride On bus programs that provide free service to seniors and people with disabilities, school children, and Montgomery College students.

- Increase ridership on Ride On buses to more than 30 million passengers to ease traffic congestion.

- Continue program to improve existing bus shelters and install new ones.

- Reduce traffic congestion with the use of service patrols that respond to accidents during rush hour.

- Improve pedestrian safety by installing countdown displays.

- Monitor and improve the maintenance of elevators in County garages.

Healthy and Sustainable Neighborhoods…

- Fully implement the green buildings legislation to ensure that non-residential and multifamily residential structures meet standards for energy efficiency and environmental design.

- Reduce nitrogen oxide emissions by 46% over the next two years by using state of the art technologies at the Resource Recovery Facility in Dickerson.

- Pilot a biodiesel fuel project to study the effects of using alternative fuels in the County vehicle fleet.

- Use a County web site to match generators and users of vegetable oil, a renewable fuel source that reduces air pollution, to power modified diesel automobiles.

- Enhance inspection and maintenance of stormwater facilities and improve water quality monitoring through the use of stream gauges.

- Support the Washington Suburban Sanitary Commission's (WSSC) task of treating and delivering 169.5 million gallons per day of drinking water that meets or surpasses all Federal and State quality standards to more than 443,000 customers.

- Provide resources for the WSSC's effort to renew the County's underground water and sewer infrastructure.

Responsive, Accountable County Government…

- Launch the CountyStat initiative to create a tool to measure, reinforce accountability, and improve government services.

- Implement a 311/Constitutent Relationship Management system to create a single point of contact for residents with non-emergency requests for government services, information, or complaints.

- Upgrade County business systems and streamline business processes as part of the Technology Modernization project.

- Use the resident survey sponsored by the Executive and County Council to maintain highly rated services and improve others.

- Begin the use of results-based budgeting to support the County Executive's priority areas

- Organize a series of ethnic leadership summits so that the voices of all residents are heard, and foster an open and responsive County government.

- Streamline the County employee recruitment process and ensure a diverse pool of highly qualified candidates.

- Expand the County's web site capabilities so residents can submit consumer complaints and business license applications online.

- Support the Maryland statewide voter registration system and provide voters with information about registration, absentee ballots, and polling places.

- Continue effort to collect debts owed to County.

- Maintain a high level of customer satisfaction in the retail and warehouse delivery operations of the Department of Liquor Control.

Safe Streets and Secure Neighborhoods…

- Continue operation of the Police Community Action Teams to address increases in criminal activities in specific areas.

- Launch the Montgomery County Police Stat program, a statistical management tool based on a successful program used by the New York Police Department.

- Maintain operations of the reverse 911 system, which allows Police to alert residents about potential emergencies, and the DNA lab, which has been accredited by a national organization.

- Open the new West Germantown Fire Station to improve response time.

- Institute an Emergency Medical Service (EMS) transport fee, similar to those in surrounding jurisdictions, to provide additional resources to meet the urgent needs of the Fire and Rescue Service (FRS). The EMS fee will be billed directly to an individual's health insurance. No County resident who is unable to pay will have any out-of-pocket expense for transport to a hospital.

- Invest $800,000 to provide pedestrian safety improvements to areas with a high incidence of collisions.

- Conduct community programs to prepare residents for emergencies and increase the number of residents trained in emergency responsiveness.

- Use the Domestic Violence Coordinating Council to improve how the County addresses incidents of domestic violence.

- Establish a Family Justice Center to improve services to victims of domestic violence.

- Maintain counseling services for domestic violence offenders.

- Continue the excellent operating practices and health care services of the Montgomery County Correctional Facility, which has been accredited by national and State correctional associations.

- Meet or exceed the State's case processing time standards for family and juvenile delinquency cases and exceed the national average for overall case clearance.

Strong and Vibrant Economy…

- Expand outreach efforts and assistance to small businesses.

- Arrange outreach meetings to promote minority business access to County contracts, and workshops on upcoming County construction projects.

- Enhance international business programs to promote foreign investment in the County.

- Continue planning for a multipurpose area and a business incubator in the eastern County.

Vital Living for All of Our Residents…

- Offer scholarships for summer camp to children of low-income families or those with limited English proficiency.

- Provide County resources to replace grant funding for services related to child mental health and victim advocacy, Juvenile Drug Court case management, and adolescent substance abuse.

- Continue to support the meal subsidy program for seniors.

- Increase support for domestic violence shelter services offered by the Betty Ann Krahnke Center.

- Expand support for family shelter and adult shelter contracts to maintain services for the homeless.

- Ensure the continued operation of housing programs for elderly mentally ill women.

- Continue the adult day care and respite care programs to assist families who care for elderly relatives and family members with disabilities.

- Maintain support for the African American health program, Asian American health initiative, and Latino health initiative to address health disparities among residents.

- Convene expert forums to address the issue of single mothers and poverty.

- Host the Maryland Senior Olympics.

- Offer events for residents such as concerts, parades, and food tastings.

- Sponsor Independence Day celebrations at two County locations.

- Phase in centralized, weekday scheduling of high school facilities for community use.

Investing in Our Workforce...

- Fund labor agreements covering the employees of all agencies.

- Recommend setting aside funds needed for promised retiree health benefits to ensure that resources are available to pay the benefits when due. Spending authority for each agency will be contingent on contributing annually the required amount.

Funding the Budget…

- Recommend a total tax-supported budget of $3,770.1 million, an increase of $117.4 million or 3.2% compared to FY08.

- The tax-supported budget for Montgomery County Government grows by $20.8 million, a 1.6% increase over FY08.

- Tax-supported funding for MCPS expands by $74.8 million, a 4% increase over FY08 and nearly 98% of the Board of Education's request. Nearly two-thirds of the total increase in County spending will go to MCPS.

- Funding for Montgomery College's tax-supported programs grows by $8.8 million, a 4.5% increase compared to FY08.

- Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) rises by $4.4 million or 4.5% over FY08.

- Recommend a total budget from all sources of $4,324.3 million, which is $161.8 million or 3.9% greater than the approved FY08 budget.

- Provide increases in the total budget from all sources compared to FY08 of 3.8% for Montgomery County Government, 3.8% for MCPS, 5.3% for Montgomery College, and 4% for M-NCPPC.

- Reduce spending for County funded agencies by a total of $155.4 million including:

  - $33.2 million in FY08 for Montgomery County Government, MCPS, Montgomery College, and M-NCPPC; and

  - Reductions of $122.2 million from the amounts requested by County Government departments and County agencies in FY09. MCPS reductions were $51.1 million, the Montgomery College request was shaved by $9.6 million, and M-NCPPC reductions totaled $15.6 million. County Government reductions were $45.9 million.

- Slowed the increase in Montgomery County Government spending from 14.1% in FY07 to 6.9% in FY08 and 1.6% in FY09.

- Recommend the abolishment of approximately 225 positions in County Government, an estimated 50 of them through an early retirement incentive program to reduce continuing costs and create a more sustainable budget.

- Increase property taxes in a progressive manner to sustain essential services.

- For the median house in the County, assessed at $343,200, the homeowner will see a hike of $138 or 6.2%. An estimated increase at the Charter Limit Rate would have been 3.6% or an increase of $80.

- A homeowner whose property is assessed at $220,000 (21% of County homes) would pay $56 less in property taxes, a 4.7% decrease, while a home assessed at $500,000 would pay $383 more, an 11% increase.

- Promote existing mechanisms for senior citizens and those on fixed incomes to assist them as needed with property tax increases.

- Increase water and sewer rates by 8%.

- Maintain reserves at the policy level of 6% of total resources.

The County Executive's Initiatives to Build Accountability for Results

The Montgomery County Results

"However beautiful the strategy, you should occasionally look at the results."
Winston Churchill

Following his election, County Executive Isiah Leggett asked a group of 150 residents representing diverse interests and cultures to identify the qualities of life in Montgomery County that matter most. They identified what are now called the *Montgomery County Results:*

- A Responsive and Accountable County Government

- Affordable Housing in an Inclusive Community

- An Effective and Efficient Transportation Network

- A Strong and Vibrant Economy

- Children Prepared to Live and Learn

- Healthy and Sustainable Communities

- Safe Streets and Secure Neighborhoods

- Vital Living for All of Our Residents

Building a Culture of Accountability for Results

Mr. Leggett believes that local government can – and must – do a better job in its use of finite public resources to help achieve and sustain the Montgomery County Results. He believes to do so, however, requires a culture change. The County Executive, therefore, is implementing the following initiatives to move County government to a results-based culture.

- ### Results-Based Budgeting

  At the direction of the County Executive, the Office of Management and Budget has begun, and over the course of the next year will complete, the implementation of Results-Based Budgeting. The fiscal year (FY) 2009 Operating Budget, as a first step, introduces Headline Department Performance Measures, which are described below. When fully implemented, Results-Based Budgeting will:

  - Document the "return on investment" expected from budget expenditures by assessing the impact of those expenditures on the customers of County services ("customer results"), the quality of life in Montgomery County, and the Montgomery County Results;

- Use data systematically and transparently to drive the decision-making processes by which finite resources are allocated to achieve both customer results and the Montgomery County Results;

- Include changes in budget decisions on the use of base funding if such changes will improve results, as opposed to limiting such decisions to only new or incremental funding;

- Routinely seek improvements to productivity and no-cost or low-cost solutions to problems;

- Be used for the annual budget development and review process, as well as any mid-year decisions; and

- Be used to determine not only additions to the budget, but also expenditure savings and reductions.

■ Focusing on Customer Results

The County Executive has launched several initiatives, in addition to Results-Based Budgeting, focused on improving "customer results," including:

■ 311/Constituent Relationships Management System

The County is developing a centralized 311 Call Center and Constituent Relationship Management system (CRM). The public will ultimately be able to call one number to access County government services and the County will be able to improve its ability to ensure that every caller gets a timely response.

■ Enterprise Resources Planning System

The County is modernizing its Core Business Systems to improve efficiency, effectiveness and responsiveness. The Enterprise Resource Planning system will provide a significant upgrade to the County's financial, procurement, human resources and budgeting systems, will streamline business processes, and will produce enhanced reports for data-driven decision making – all key to improving customer results.

■ Headline Department Performance Measures

The County Executive has directed department heads to focus on the achievement of "customer results." As a first step, each department has identified not just their customers and the services they deliver to those customers but, most importantly, the impact those services are intended to achieve for those customers – the "customer results."

Examples of customer results include:

- *For Child Welfare Services, preventing future abuse and neglect; and*
- *For Fire and Rescue Services, limiting injury and property damage from fires.*

Next, departments identified "Headline Department Performance Measures to gauge (1) the extent to which the desired customer results are being achieved, and (2) the efficiency of each department in achieving its customer results.

Examples of Headline Performance Measures might include:

- *Child welfare recidivism -- the percent of children receiving child welfare services who subsequently re-enter the child welfare system for abuse and neglect;and*

- *The percent of fires that are contained to the room of origin.*

■ Decision-Making that is Transparent and Driven by Data

In addition to focusing on customer results, the County Executive is committed to decision-making that is both transparent and data-driven. Results-Based Budgeting fundamentally embodies the County Executive's commitment to these values. Other initiatives that embody these values include:

■ Town Hall Meetings and Budget Forums

Starting in January 2007, the County Executive held "Town Hall" Meetings across the County. Open to all, with over 6,000 people attending last year, the Town Hall Meetings have provided a forum for free and candid dialogue. The County Executive also hosted a series of Budget Forums to seek input from residents on operating and capital budget priorities.

■ Resident Survey

For the first time since 1994, 3,000 randomly selected Montgomery County households rated the quality of life in the county, as well as the community's amenities, service delivery, and their satisfaction with government. Residents provided feedback on what is working well and what is not, and communicated their priorities for community planning and resource allocation.

■ Internal Survey

To supplement the Resident Survey for many County departments that primarily serve the government, the Internal Customer Satisfaction Survey was created. The survey was designed to provide insight into how well the needs of internal County government customers are being met by the programs designed to serve them.

With an overwhelming response rate of 95 percent, departments now have a baseline on performance and can continue to reach out to stakeholders to identify opportunities to improve customer service and develop specific actions to improve performance and service delivery.

- CountyStat

Begun in January 2008, CountyStat is an accountability and assessment tool to improve performance, reinforce accountability and focus on results. CountyStat will provide a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County Government services by using "real time" data to discuss, examine, and analyze past, present and future performance strategies. CountyStat will focus on a single department's performance and on cross-cutting issues, and will facilitate development of targeted action plans and strategies to improve performance and deliver results.

- Department Performance Plans

County departments are developing Department Performance Plans. Each Performance Plan begins with the Headline Department Performance Measures, which gauge the degree to which customer results are being achieved and how efficiently the department is operating. The Performance Plan then provides a succinct analysis and an action plan, including a budget, for improving performance – as measured by the trend lines of the Headline Department Performance Measures.
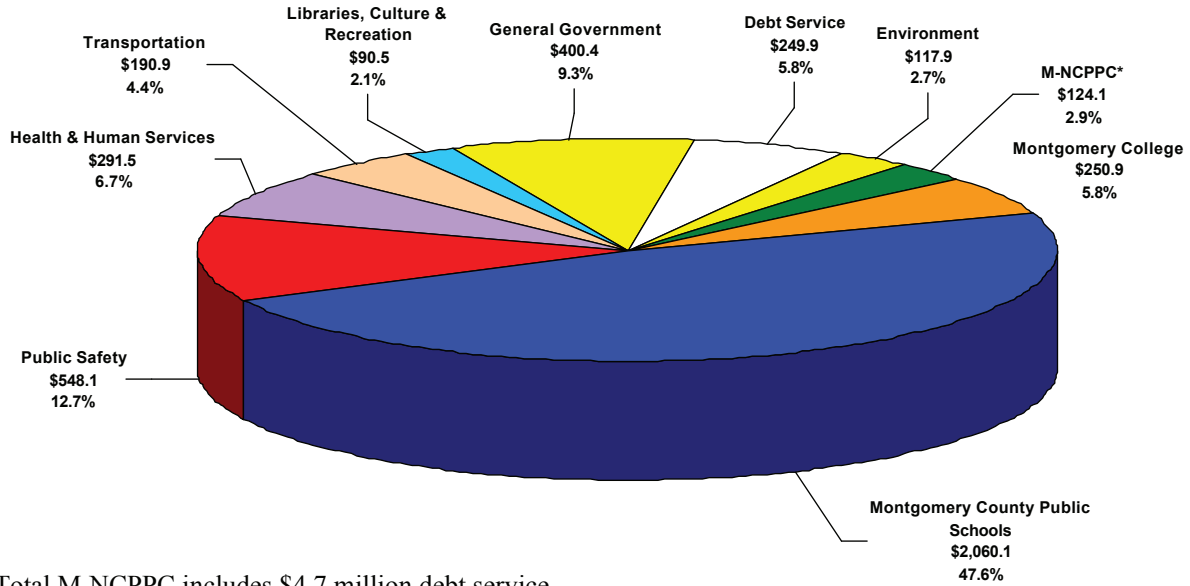
Indicators and Countywide Strategies

The County has also begun the selection of "indicators" to gauge the status of the County in quality of life, represented by the Montgomery County Results. For example, crime rates are typically one indicator of a safe community.

Once indicators are selected, topical experts will provide a forecast for each one, such as a trend line depicting where the County will likely be in the future with respect to the Montgomery County Result. That forecast will be the basis for the development of, or changes to, County strategies or strategies involving private sector non-profit and for-profit stakeholders. The effectiveness of the strategies will be gauged by tracking changes in the indicator trend lines for the Montgomery County Result. At the same time, the County government will track each department's performance for each strategy.

FY09 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - $4,324.3 (million)

Transportation
$190.9
4.4%

Libraries, Culture &
Recreation
$90.5
2.1%

General Government
$400.4
9.3%

Debt Service
$249.9
5.8%

Environment
$117.9
2.7%

M-NCPPC*
$124.1
2.9%

Health & Human Services
$291.5
6.7%

Montgomery College
$250.9
5.8%

Public Safety
$548.1
12.7%

Montgomery County Public
Schools
$2,060.1
47.6%

*Total M-NCPPC includes $4.7 million debt service.

TAX SUPPORTED EXPENDITURES - $3,770.1 (million)

Transportation
$161.9
4.3%

Libraries, Culture, &
Recreation
$81.3
2.1%

General Government
$270.1
7.2%

Debt Service
$248.0
6.6%

Environment
$4.80
0.1%

M-NCPPC
$107.6
2.9%

Health & Human Services
$219.2
5.8%

Montgomery
College
$206.2
5.5%

Public Safety
$544.0
14.4%

Montgomery County Public
Schools
$1,927.0
51.1%
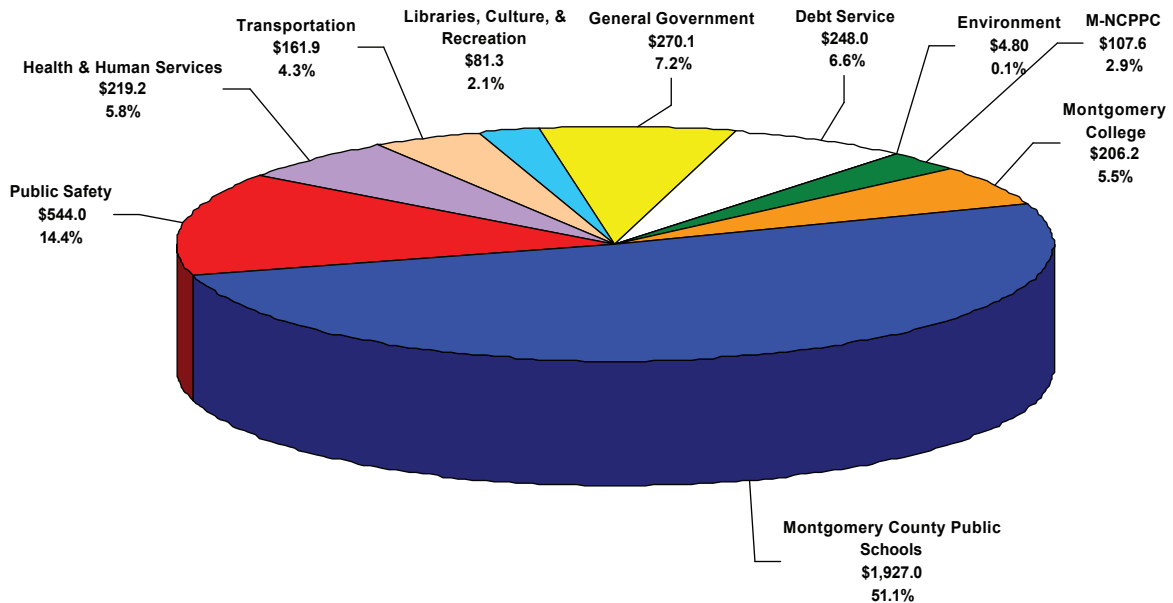
FY09 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM
TOTAL RECOMMENDED RESOURCES - $3,962.9 (million)

Charges for Service & Licenses
$72.0
1.8%

Intergovernmental
$563.9
14.2%

Fines & Miscellaneous
$122.4
3.1%

Net Transfers
$34.2
0.9%

Other Taxes
$174.7
4.4%

Prior Year Reserves
$136.0
3.4%

Transfer &
Recordation Tax
$149.0
3.8%

Property Tax
$1,385.2
35.0%

Income Tax
$1,325.5
33.4%
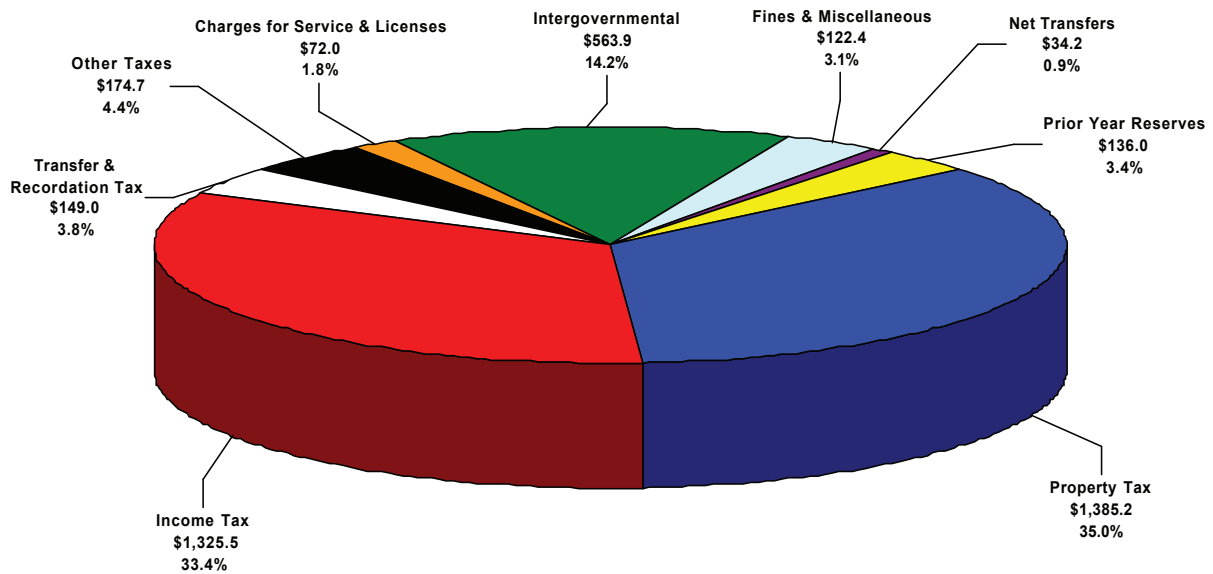
WHERE THE MONEY GOES *
TOTAL RECOMMENDED USES OF FUNDS - $3,962.9 (million)
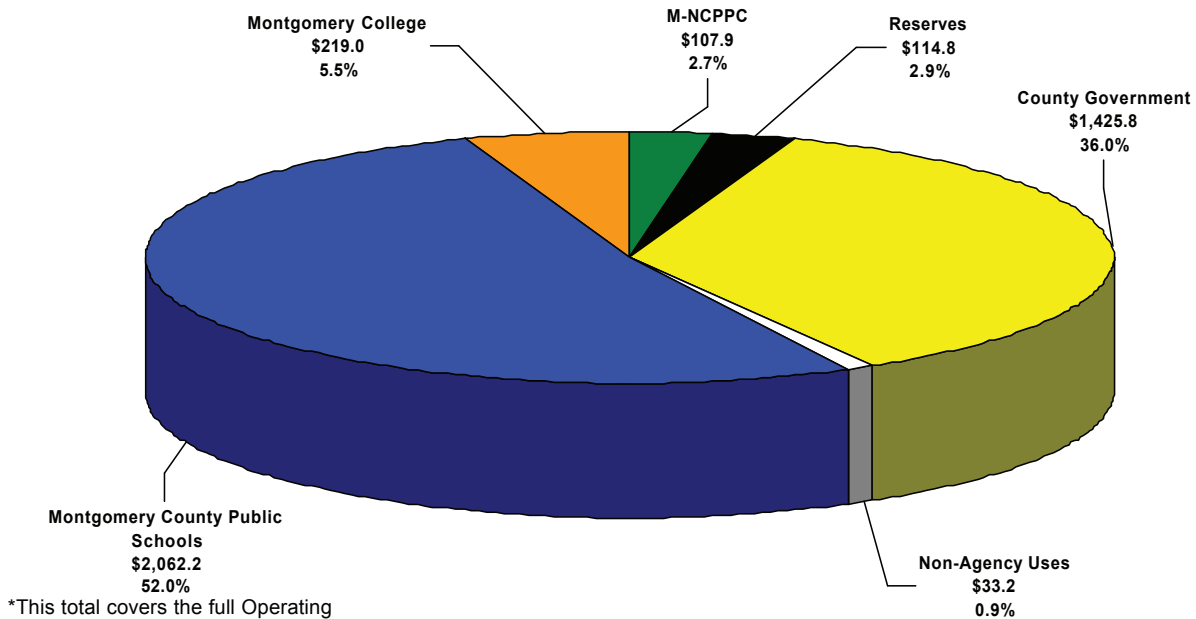
Montgomery College
$219.0
5.5%

M-NCPPC
$107.9
2.7%

Reserves
$114.8
2.9%

County Government
$1,425.8
36.0%

Montgomery County Public
Schools
$2,062.2
52.0%

Non-Agency Uses
$33.2
0.9%

*This total covers the full Operating
Budget, and funds to the CIP, Debt
Service and Reserves. Of this
amount, $3,770,119,839 is approved
in the Operating Budget.

FY09 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM
TOTAL RECOMMENDED RESOURCES - $4,606.0 (million)

Intergovernmental
$789.6
17.1%
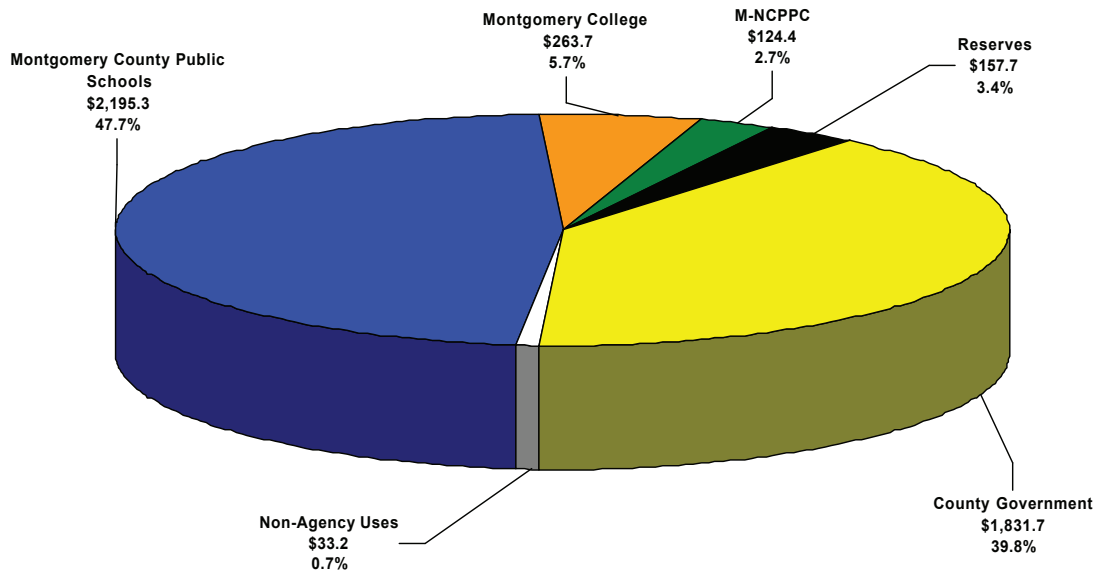
Fines & Miscellaneous
$257.1
5.6%

Net Transfers
-$1.1
0.0%

Charges for Service & Licenses
$308.1
6.7%

Other Taxes
$174.7
3.8%

Prior Year Reserves
$203.2
4.4%

Transfer &
Recordation Tax
$151.6
3.3%

Income Tax
$1,325.4
28.8%

Property Tax
$1,397.4
30.3%
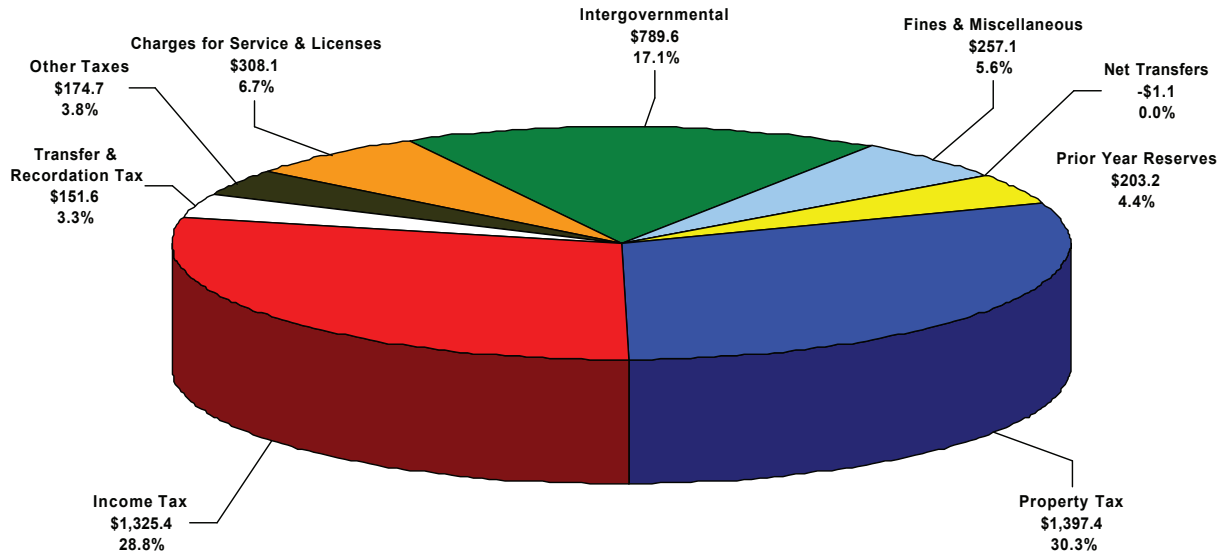
WHERE THE MONEY GOES *
TOTAL RECOMMENDED USES OF FUNDS - $4,606.0 (million)

Montgomery College
$263.7
5.7%

M-NCPPC
$124.4
2.7%

Reserves
$157.7
3.4%

Montgomery County Public
Schools
$2,195.3
47.7%

County Government
$1,831.7
39.8%

Non-Agency Uses
$33.2
0.7%

*This total covers the full Operating Budget, and funds to the CIP,
Debt Service and Reserves. Of this amount, $4,324,296,898 is
approved in the Operating Budget.

BUDGET SUMMARY BY AGENCY

($ in Millions)

A FISCAL YEAR	B TAX SUPPORTED	C GRANT SUPPORTED	D SELF SUPPORTED	E GRAND TOTAL
MONTGOMERY COUNTY GOVERNMENT				
FY08 Approved	1,260.6	72.0	247.1	1,579.6
FY09 Recommended	1,281.4	102.2	255.9	1,639.5
Percent Change From FY08	1.6%	42.1%	3.5%	3.8%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY08 Approved	1,852.2	78.6	54.3	1,985.0
FY09 Recommended	1,927.0	78.4	54.8	2,060.1
Percent Change From FY08	4.0%	-0.2%	0.8%	3.8%
MONTGOMERY COLLEGE				
FY08 Approved	197.4	18.8	22.0	238.2
FY09 Recommended	206.2	20.4	24.2	250.9
Percent Change From FY08	4.5%	8.7%	10.0%	5.3%
MARYLAND-NATIONAL CAPITAL PARK & PLANNING COMMISSION				
FY08 Approved	98.4	0.6	15.7	114.7
FY09 Recommended	102.9	0.6	15.9	119.3
Percent Change From FY08	4.5%	0.0%	0.9%	4.0%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY08 Approved	3,408.6	169.9	339.2	3,917.6
FY09 Recommended	3,517.5	201.6	350.7	4,069.8
Percent Change From FY08	3.2%	18.7%	3.4%	3.9%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY08 Approved	244.1	-	0.8	244.9
FY09 Recommended	252.7	-	1.9	254.5
Percent Change From FY08	3.5%	0.0%	140.1%	3.9%
TOTAL BUDGETS				
FY08 Approved	3,652.8	169.9	339.9	4,162.5
FY09 Recommended	3,770.1	201.6	352.6	4,324.3
Percent Change From FY08	3.2%	18.7%	3.7%	3.9%